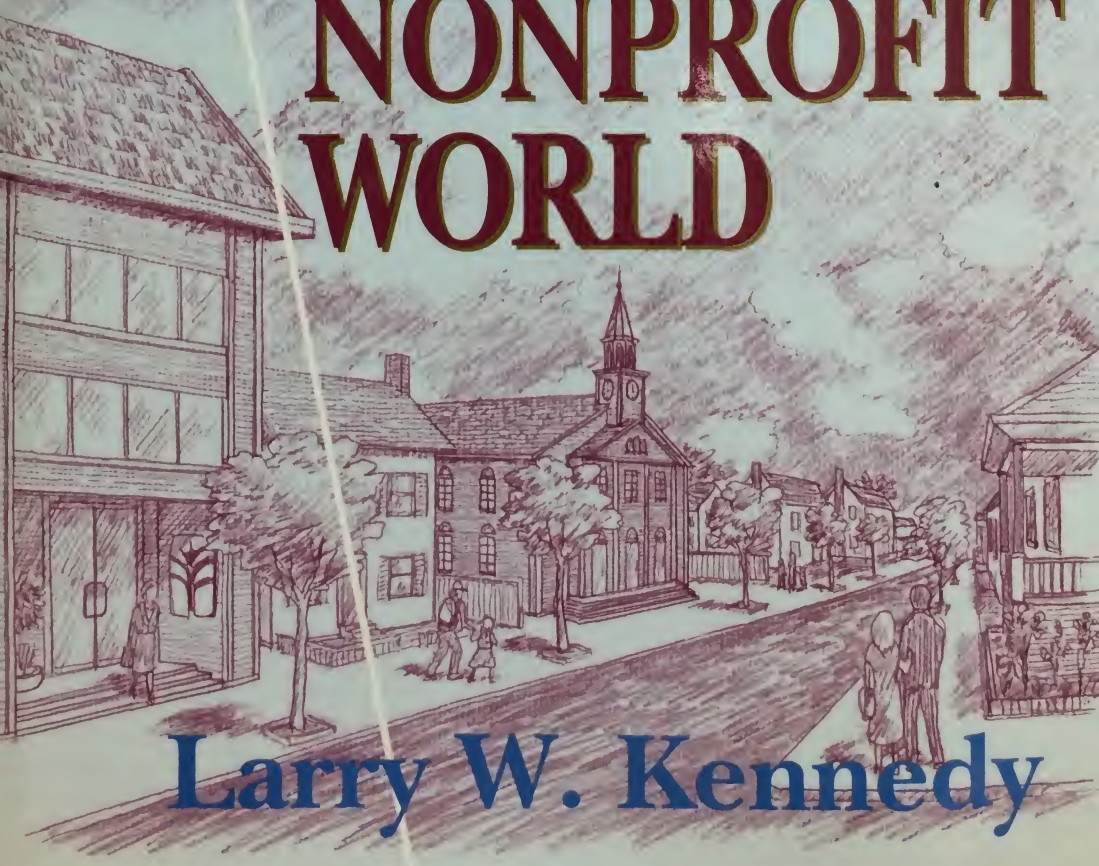
Quality Management IN THE NONPROFIT WORLD



Larry W. Kennedy

Larry W. Kennedy

Foreword by Philip Crosby

Quality Management in the Nonprofit World

Combining Compassion and Performance to Meet Client Needs and Improve Finances

Jossey-Bass Publishers
San Francisco • Oxford • 1991

QUALITY MANAGEMENT IN THE NONPROFIT WORLD
Combining Compassion and Performance to Meet Client Needs and Improve Finances
by Larry W. Kennedy

Copyright © 1991 by: Jossey-Bass Inc., Publishers
350 Sansome Street
San Francisco, California 94104
&
Jossey-Bass Limited
Headington Hill Hall
Oxford OX3 0BW

Copyright under International, Pan American, and Universal Copyright Conventions. All rights reserved. No part of this book may be reproduced in any form—except for brief quotation (not to exceed 1,000 words) in a review or professional work—without permission in writing from the publishers.

Library of Congress Cataloging-in-Publication Data

Kennedy, Larry.
Quality management in the nonprofit world : combining compassion and performance to meet client needs and improve finances / Larry W. Kennedy. — 1st ed.
p. cm. — (Jossey-Bass nonprofit sector series)
Includes bibliographical references and index.
ISBN 1-55542-346-9
1. Corporations, Nonprofit—Management. 2. Corporations, Nonprofit—Finance. I. Title. II. Series.
HD62.6.K48 1991
658.15—dc20 90-28986
CIP

Manufactured in the United States of America

The paper in this book meets the guidelines for permanence and durability of the Committee on Production Guidelines for Book Longevity of the Council on Library Resources.

JACKET DESIGN BY ANNE ELDREDGE

FIRST EDITION

Code 9149

Contents

Foreword
by Philip Crosby xi

Preface xiii

The Author xix

1. The Benefits of Quality Management: Maximum Service and Financial Freedom 1

2. Quality Defined: Fulfilling Client, Community, and Contributor Requirements 21

3. The System of Quality: Finding and Eliminating the Causes of Problems 42

4. Setting Standards for Quality: Achieving the Priorities of Compassion and Performance 62

5. Quality and Entrepreneurship: The Marketing Edge 84

6. The Psychology of Quality: Eliminating the Obstacles to Improvement 106

7. Quality Management: A Lifestyle for the Long Run 127

8. The Quality Crusade: A Strategy for Implementing Change 150

References 167

Index 169